



Singapore Healthcare Management 2016

The SingHealth Regional Health System Journey

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1. Introduction

The journey for SingHealth Regional Health System (RHS) started in 2014 with the aim to drive SingHealth's efforts in integrating care across the health and social care continuum. Since the initial small set-up, greater emphasis has been placed on the roles and functions of RHS and a more strategic approach was adopted in October 2015 to chart the SingHealth RHS's vision, mission and key strategic thrusts.

In order to align the RHS initiatives to the vision and strategies of SingHealth, improve internal and external communications with key stakeholders, and monitor the RHS's performance against strategic goals, a RHS strategy map using the balanced scorecard framework was developed. This paper describes the developmental journey of SingHealth RHS.

2. Methodology

A situation analysis (SWOT) was conducted to gain a better understanding of the assumptions, influences and uncertainties in the internal and external environments, and to identify RHS' strengths and weaknesses.

A stakeholder analysis was also conducted to identify the RHS' stakeholders and to gain insight into their perspectives of RHS.

3. Outcome of Analysis

SWOT Analysis

STRENGTHS

- Strong leadership support
- Expanded RHS team and ability to tap on the diverse SingHealth's expertise (e.g. clinical, health services)
- Success of existing programmes (e.g. DOT GP, Transitional Home Care)

WEAKNESSES

- Need to create more awareness on RHS to internal stakeholders
- Need to strengthen community engagement efforts and build relationships with key community partners
- Need for better understanding of RHS population profile
- Need to source for funding for new initiatives that support RHS's roles

OPPORTUNITIES

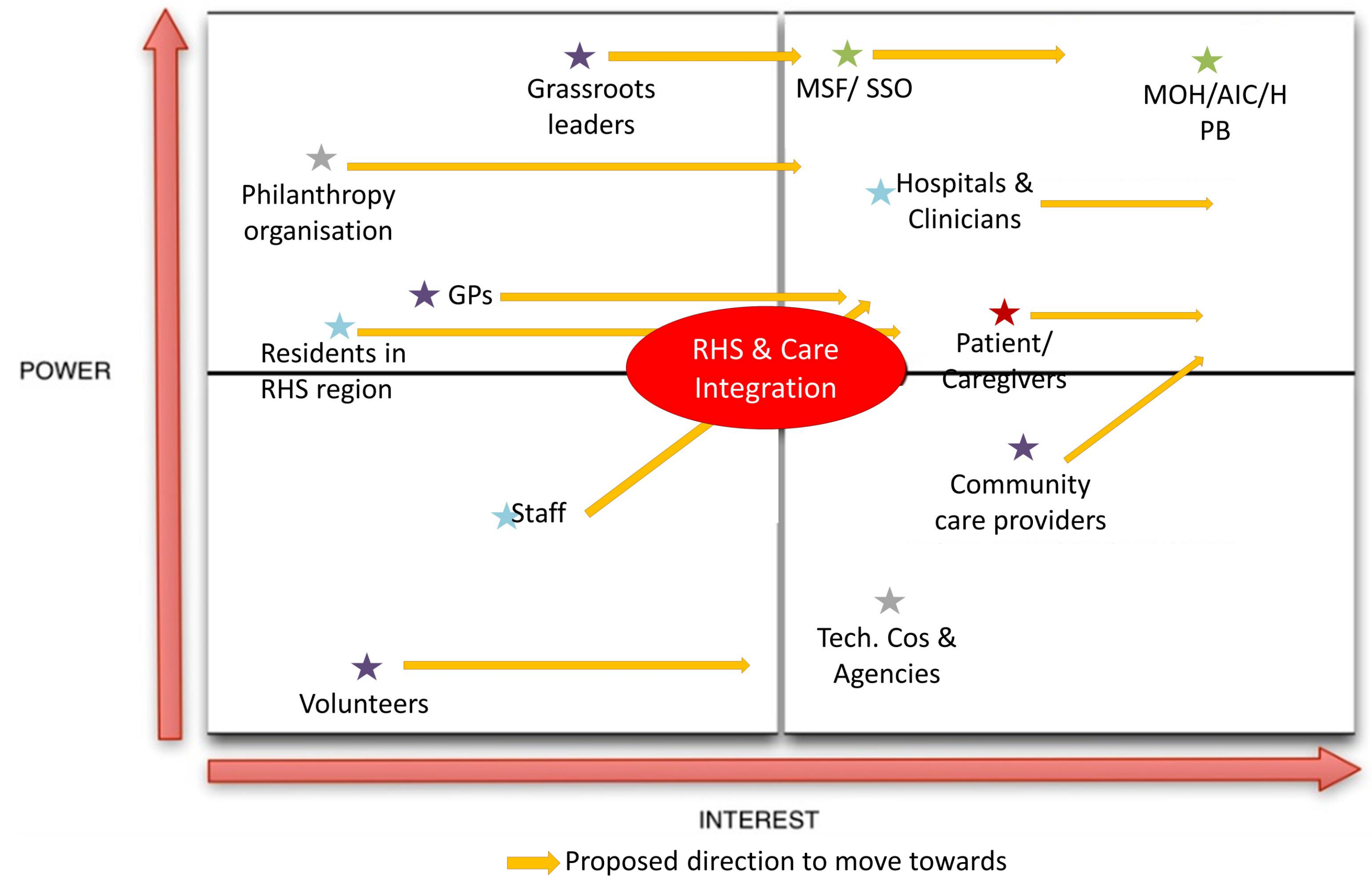
- **Political:**
 - Strong mandate from MOH
 - Interest of grassroots leaders and advisors
- **Environment:**
 - Growing interest and willingness of stakeholders
 - Impetus to enhance care integration and working with other RHSs to serve our patients living in different parts of Singapore
- **Social:** Different population demographics in the southern (ageing population) and north-east (younger population) regions
- **Technology:** Companies and agencies are keen to co-develop tools and systems to support patient and population health
- **Economic:** More government funding and patient subsidies schemes to enable care transition for patients

THREATS

- **Political:**
 - Differing strategic focus and expectations among stakeholders
 - Unexpected policy changes which deter current efforts (e.g. introduction of PG Package)
- **Environmental:** Short-term results focused may not allow accurate assessment of programme impact
- **Social:** Changing patient profiles
 - Today's patients: Prefer traditional modes of care (polyclinics & hospitals)
 - Patients of tomorrow: More educated and have higher expectation of their care
- **Technology:** High cost of adoption and maintenance; resistance from some elderly
- **Legal:** Issues of data sharing among stakeholders and need for new guidelines to support the new models of care delivery

Stakeholder Analysis

Stakeholder Analysis – Based on Current State at SingHealth RHS (Illustration of some of the key players)



Application of Situation Analysis for the Balanced Scorecard Framework

Situation analysis guides us in:

- Developing the strategic objectives of RHS (purpose & vision);
- Identifying strategic initiatives that RHS would need to excel in order to satisfy stakeholders (internal processes);
- Guides us in how we must learn, grow and develop as an organisation (learning & growth); and
- Developing key performance indicators to evaluate and communicate performance against expected results.

Summary of the Situation Analysis for SingHealth RHS

Complex landscape, with multiple and diverse stakeholders

Urgent need to transform care delivery today, with greater emphasis on community care, health promotion and disease prevention, and population health management

Increasing expectation of patients and caregivers

Where are we now?
"Situation Analysis"

Where are we going?
"Vision, Mission, Goals and Objectives"

How are we going to get there?
"Strategies and Action Plans"

How will we know we have arrived?
"Measures of Success"

Source: SingHealth Office for Strategy Management

4. Conclusion

The SingHealth RHS development is an on-going process. It is important to regularly review our environment and stakeholders to align with the strategic objectives of the SingHealth RHS and the SingHealth Cluster.

SingHealth RHS has since developed its vision and mission. Four strategic thrusts have also been identified to guide its work plan for the next three to five years, namely – (1) stratifying our population, (2) developing seamless care transition, (3) building community partnerships, and (4) developing sustainable programmes & innovative financial models.

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